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Fostering Organizational Change through Service and Space Design Strategy

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Fostering Organizational Change through Service and Space Design Strategy

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Meghan Sitar, Director of Connected Scholarship

Rachel Vacek, Head of Design & Discovery

University of Michigan Library

CNI Fall Membership Meeting
December 12, 2017



<http://bit.ly/UMichCNI>



@epuckett

@vacekrae

@meghansitar

@UMichLibrary

Hello!



**Emily Puckett
Rodgers**
Head of Library
Environments

Operations



Meghan Sitar
Director of Connected
Scholarship

Learning & Teaching



Rachel Vacek
Head of Design
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**And special thanks to
Jessie Sher, Project Coordinator.**



Spaces & Services Strategy Development



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Why Now?

**Take a strategic
approach to
physical space
planning**

**Create
welcoming,
accessible,
safe buildings
and services**

**Transform
organizational
culture**

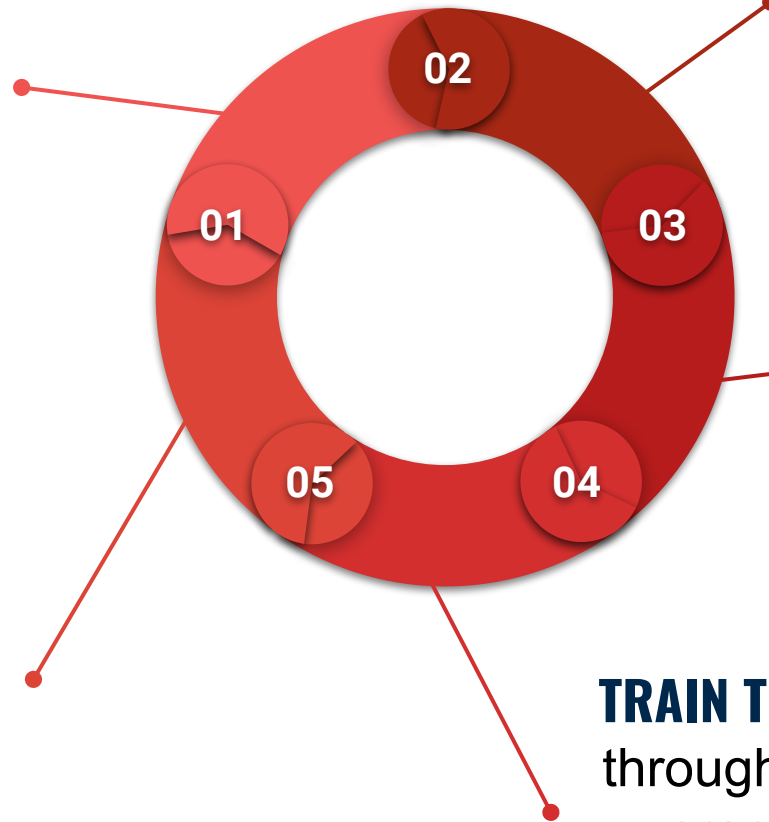
Why **brightspot** ?



Engagement

CONNECT
organizational
goals and user
needs

**GAIN TRUST
AMIDST CHANGE**
by embedding
touch points
throughout



UNDERSTAND
space, service
and organization

APPLY
short and
long-term efforts

TRAIN THE TRAINER
through hands-on
practice and
guidance

Deliverables

Strategy Report

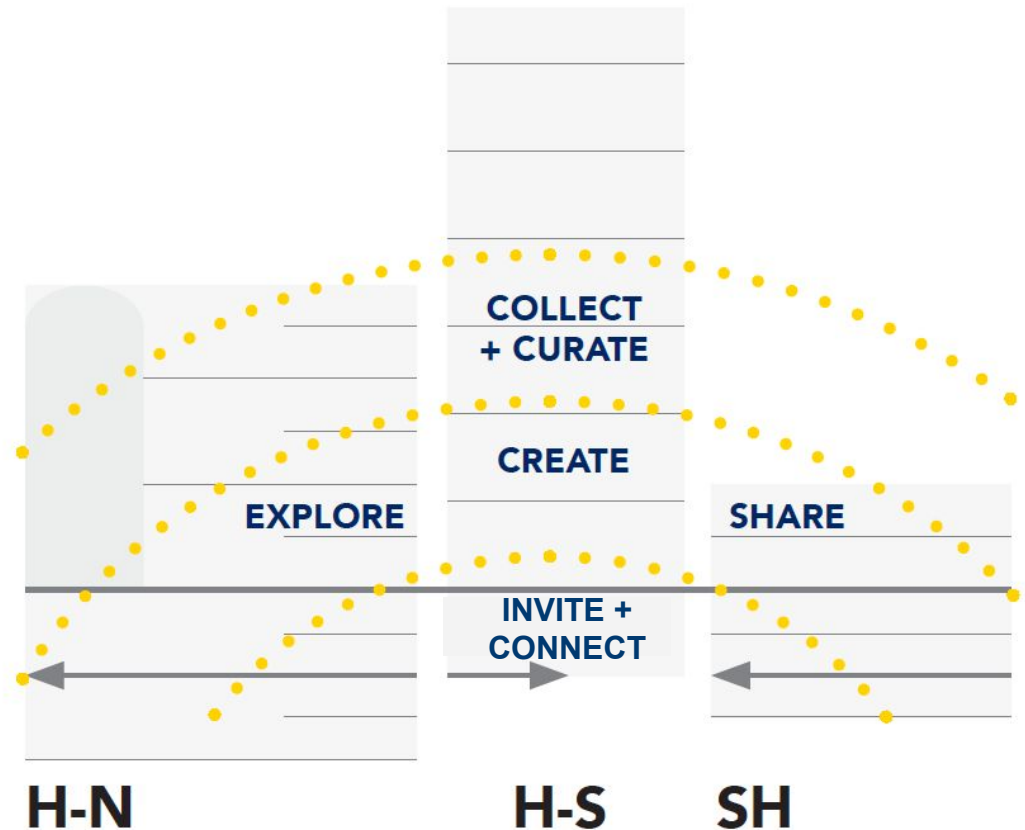
Space and Service Principles,
Philosophy, Framework

Playbook

Flexible scenarios to consider
piloting/prototyping guidance

Research Report

User research conducted by
the team



Space and Service Principles

- 1. Enhance the Platform for Discovery** through foundational changes to physical and digital space usability, access, and navigation.
- 2. Accelerate Partnerships in Scholarship** by engaging with library users and working them throughout the service experience.
- 3. Deliver as One Library** with a shared service philosophy and improved library staff workspace.

Fall 2017 Engagement Activities



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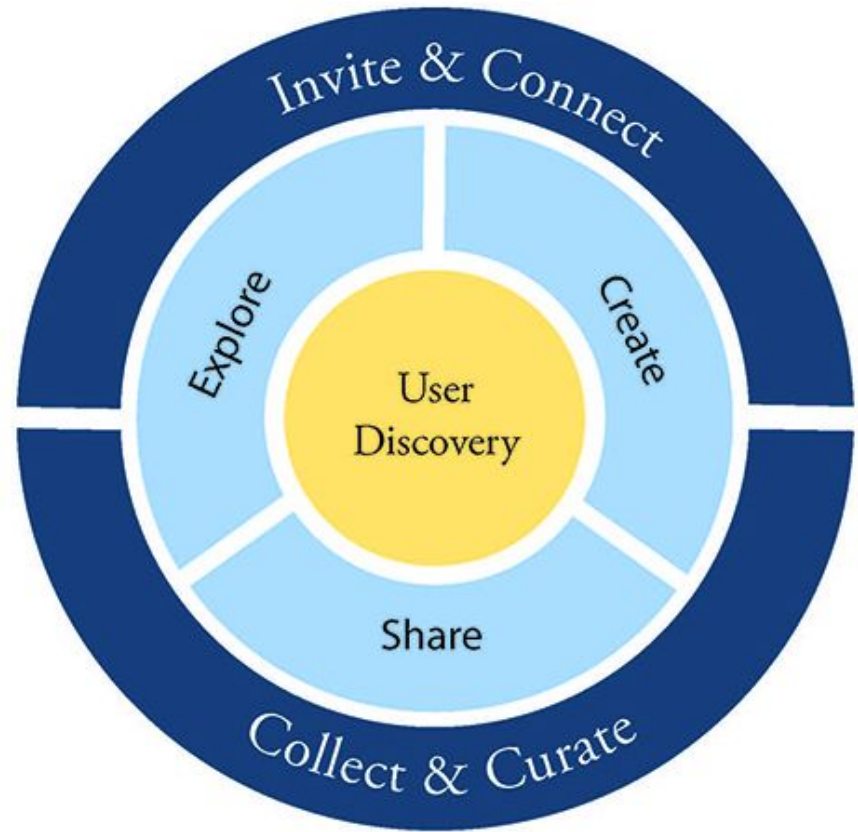
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Service Design Strategy “Champions” Workshop

Purpose

To develop a shared understanding of the service philosophy and principles in order to begin to build a network of champions for this work in current and future service design



Neighborhood Block Parties

Purpose

- To connect colleagues to our service design work
- To showcase potential areas of collaboration with informal displays of work examples
- To build community in different areas of the library
- To get feedback

Lessons Learned

- Timing is important
- Training on design thinking and service design is critical
- Need more effective staff engagement opportunities with concepts
- Engage with library leadership for the planning and thinking about the service design platform as a shared vision

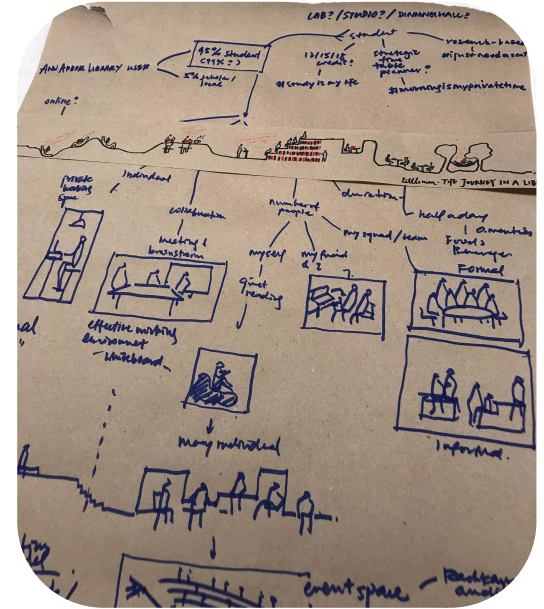
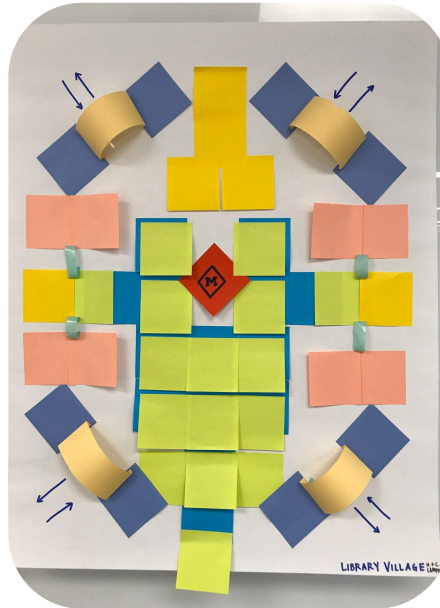
Library of the Future Design Challenges, Workshop, & Exhibit

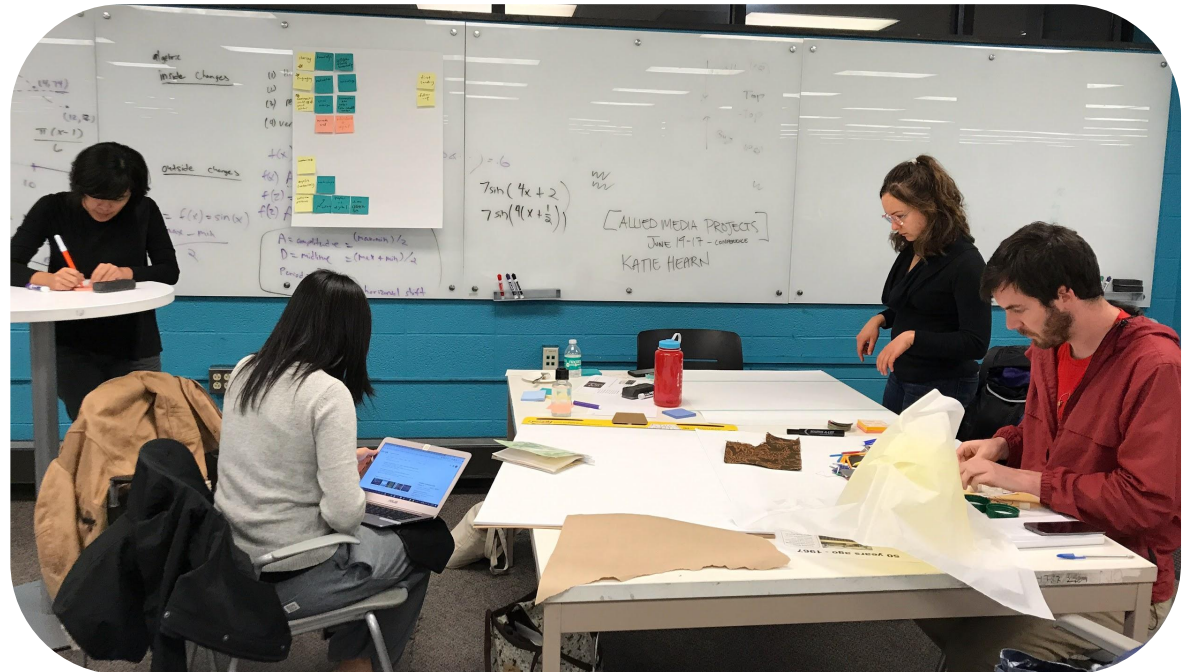
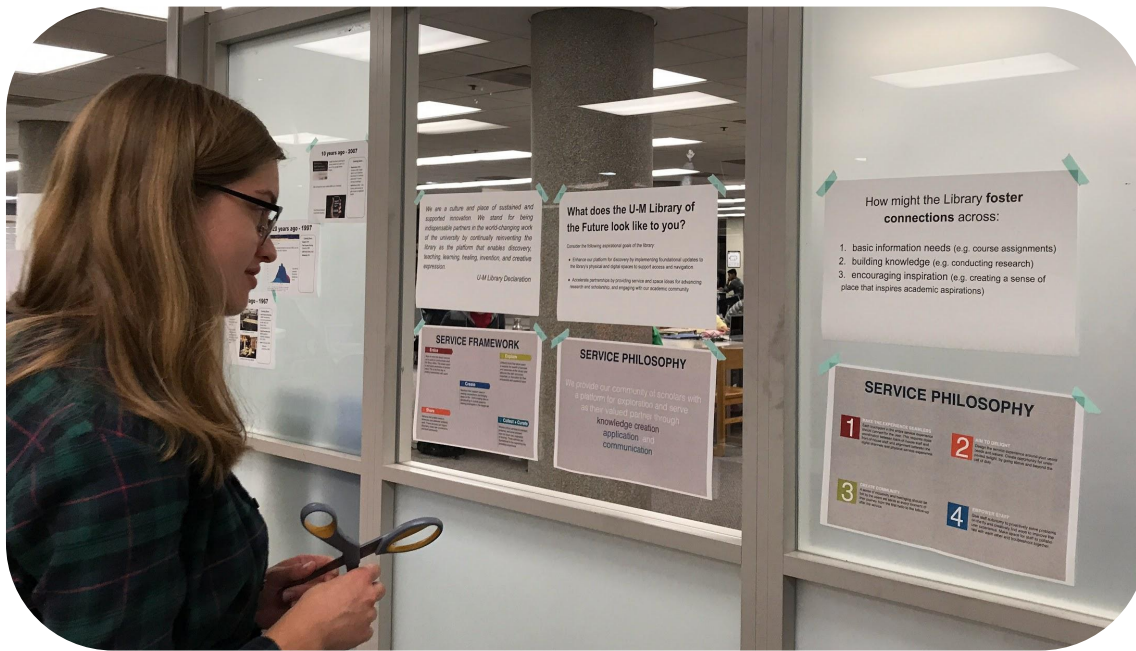
Engaging the Student Community

- Two design challenges
 - Physical design
 - Narrative and visual design
- Bicentennial Expo workshop
- Embedded exhibit
 - Physical prototype scavenger hunt
 - Vinyl displays of work in Hatcher and Shapiro

Library of the Future Design Challenges

Students were asked to imagine what the U-M Library might look like in the future.





Designing Libraries 6

Organizational Change

- Invest in staff retraining
- Identify partnerships with similar goals
- Create teams and structures based on emergent needs rather than departmental structures

Library Space Design

- Visualization technology needs to be connected to user experience
- Acoustic and lighting considerations
- Storefront-style spaces can establish proof-of-concept services

Inspiring Peer Organizations

- Duke University Library's Edge digital scholarship commons
- University of New York, Rochester Library's pop-up programming
- Harvard Science Center's Discovery Bar and Ice Cube



Service Design Task Force Retreat

Purpose

To reflect on service design work and interactions thus far, create a timeline, and to prepare our recommendations for Library Executive Council



Challenges



Challenges

- Building a bridge from virtual to physical
- Moving from collections-centric to service-centric
- Engaging leadership in a large, complex organization
- Using the physical locations on central campus to influence the library's organizational culture library-wide
- Creating a shared understanding of the context for the work and communicating goals

Recommendations



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Recommendation #1:

Continued Adoption and Integration

At the leadership level, continue to embed the service philosophy in the work of divisions, with a focus on diffusing these principles for good service into continuing work.

Recommendation #2:

Identified Priority Plays

Activate three service teams focused on deep dives and pilot/prototyping work around three plays identified in the Hatcher-Shapiro Library Service and Space Strategy Playbook:

- [Digital Scholarship Lab](#)
- [Consultation Hub](#)
- [Staff Innovation Hub](#)

Recommendation #3:

Non-brightspot Mini-Play

Apply the same principles of service design and service teams to the problem of citation management services under discussion by the Library Public Software Taskforce.

Recommendation #4:

Library as Research Lab Play - Research Scholars Hub

The Service Design Task Force will partner with the Shapiro Design Lab's Library Lab to guide graduate students working under the IMLS Library as Research Lab project, using the [Research Scholars Hub](#) play as an area for design work in the Design Thinking for Library Services Lab.

Service Teams



Priority Play Service Teams

Purpose

Align related **expertise** from across divisions into a **collaborative group** that can more seamlessly design and deliver services for our users, accelerating our ability to partner in scholarship and deliver services as **one library**.

Membership

- 1 Service design partner
- 2 Co-leads
- 2-4 Additional members

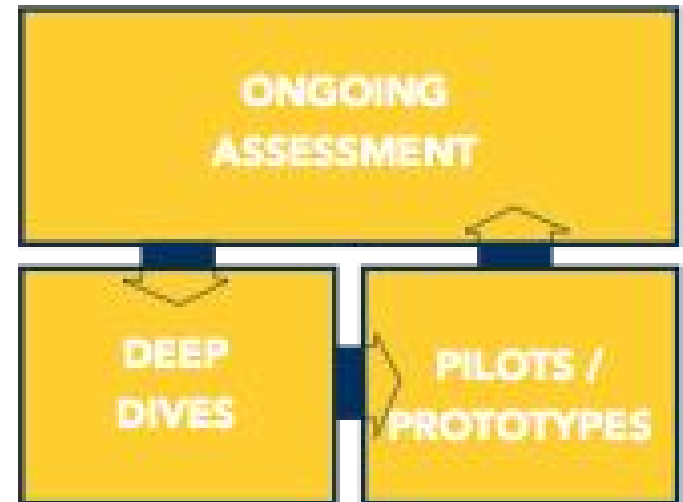
Duration

16-17 weeks (May or June)

Expected Service Team Approach

Deep Dives and Pilots/Prototypes

- **Deep dive** research studies are areas for intense study.
- Deep dive studies will inform **pilot and prototype** opportunities.



Service Design Tools & Their Socialization



Goal and Intentions

For Our Staff

- Tangible
- Anyone can use (with training)
- Large and local application

For Our Organization

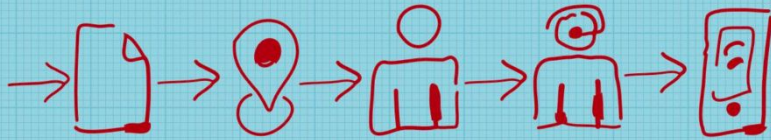
- Adaptive and iterative
- User-focused
- Aligns front and back-of-house service

The Service Innovation Handbook

The Service Innovation Handbook

Action-oriented
creative thinking
toolkit for service
organizations

TEMPLATES – CASES – CAPABILITIES



Lucy Kimbell

Method 2: Visualizing drivers of change

55

Method 2: Visualizing drivers of change

Time involved	Preparation, 10 minutes + optional extras Using the method, 50 minutes
Associated capabilities	Recombine capacities into new innovation ecosystems Increase the variance/bring in new actors
Methods to use before or after this one	Method 4 Mapping the user experience Method 10 Telling stories

What you'll need
Masking tape, Post-it notes, Blu-Tack, marker pens
A flipchart
A facilitator to guide the teams
A documenter to photograph the results



key question

'What do you and your team think the future looks like?'

Purpose

Using this method helps a team identify the drivers of change it thinks are shaping the issue it plans to address. It helps a group articulate reasons why a service innovation initiative might be necessary, and provides detail on what team members think are the key prompts for change.

Outcomes

A shared view of the drivers of change shaping the context for your issue, service or organization. Co-creating the drivers of change grid helps a team see things from different perspectives and supports sense-making and creativity. It also highlights important areas of consensus and disagreement and reveals lack of knowledge.

Preparation

Ahead of time, invite an academic, artist or futurist – or all three – to join the workshop to provoke or inspire you. Alternatively, a couple of days before the workshop, circulate links to videos, articles or blog posts discussing future developments from a range of fields, not just your organization's core areas.

Add a visual dimension to this method by printing out in advance images such as photographs, screenshots, drawings, and icons that you associate with future developments. Cut them up to be approximately A5 size.

Tip

While facilitating, push participants towards extremes. Encourage them to speculate, imagine and be ridiculous.

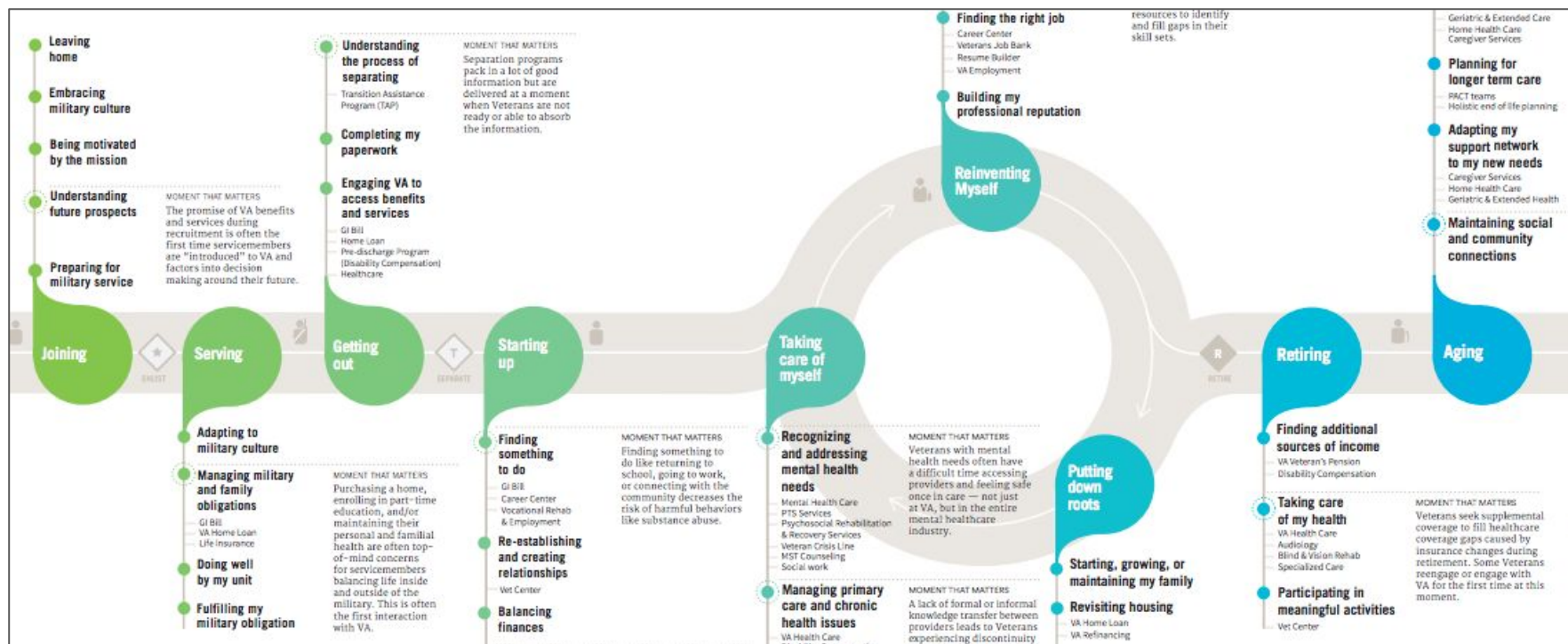
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Lucy Kimbell, 2015

UX Toolkit Project

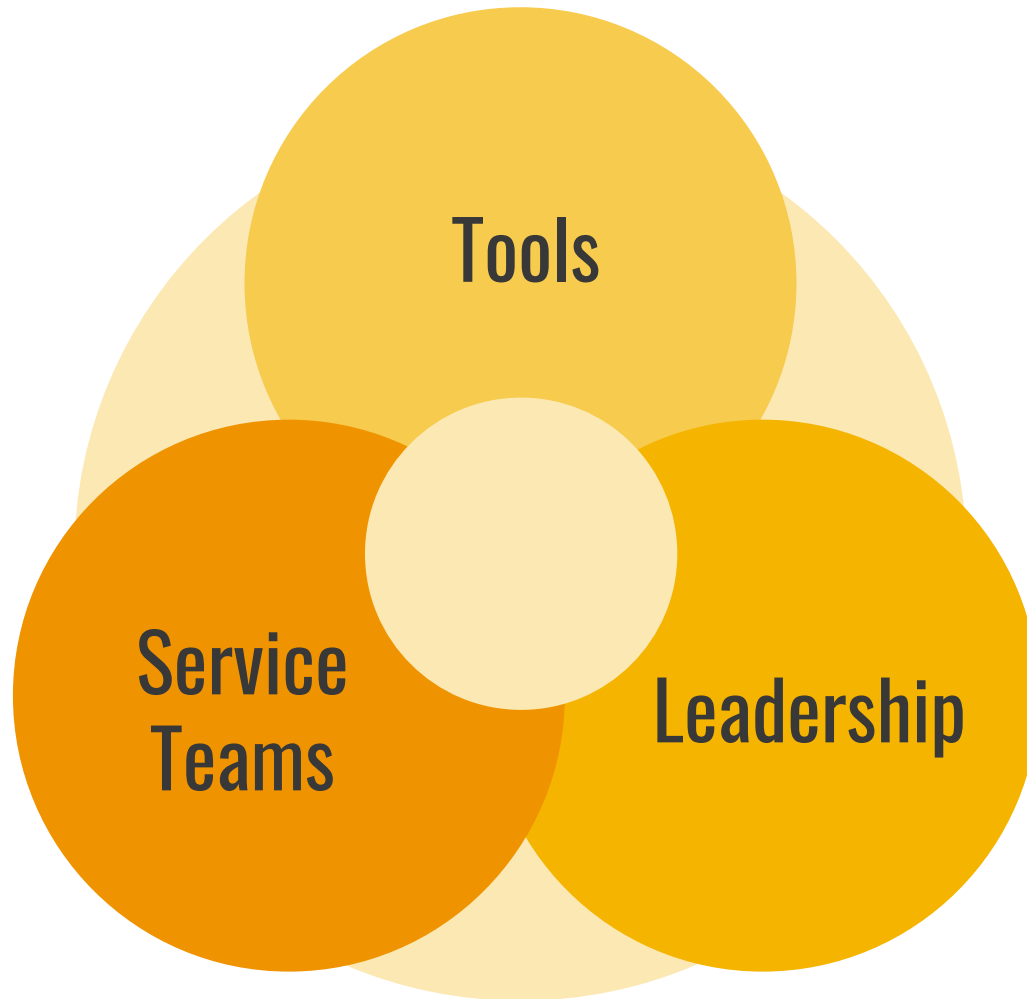
Leveraging Existing Investment and Excitement

Connecting to New Programs and Opportunities



Journey map from the [VA Center for Innovation](#)

Recap



Thank you!

&

Email Us!

libservicedesign@umich.edu

Appendix: Tools & Resources











Service Blueprint

service delivery canvas

{ adapted from Business Model Canvas }

category: _____ subcategory: _____

service point: _____

3.		1.		2.	
Required Infrastructure  <p>What infrastructure does our service value proposition require? (e.g. tools, technology, furniture, staffing)</p>	Key Partners  <p>Who are potential key partners? What are our motivations for these partnerships?</p>	Service Value Proposition  <p>For _____ (user)</p> <p>_____</p> <p>(motivation)</p> <p>we offer</p> <div style="border: 1px dashed black; height: 150px; margin: 10px 0;"></div> <p>_____</p> <p>(list services here)</p> <p>with _____</p> <p>(unique characteristic)</p> <p>_____</p> <p>(benefit)</p>	Staff + User Relationship  <p>What type of relationship do our users expect us to establish and maintain? (e.g. personal assistance, self-service, communities)</p>	User Profile  <p>For whom are we creating value? (e.g. undergrad, grad, faculty) What are their current problems? Biggest needs?</p>	Location (physical + digital)  <p>Where do we deliver our service value proposition to our users? What are its adjacencies?</p>
Next Steps  <p>What do we need to understand in order to implement our service value proposition?</p>	Pilot Plan  <p>How might we test this service value proposition in simple, user-centered, flexible, and measurable ways?</p>				

back of house [staff ops]

front of house [user-facing]

Direction of service delivery →

Service Blueprint



Future Service Blueprint

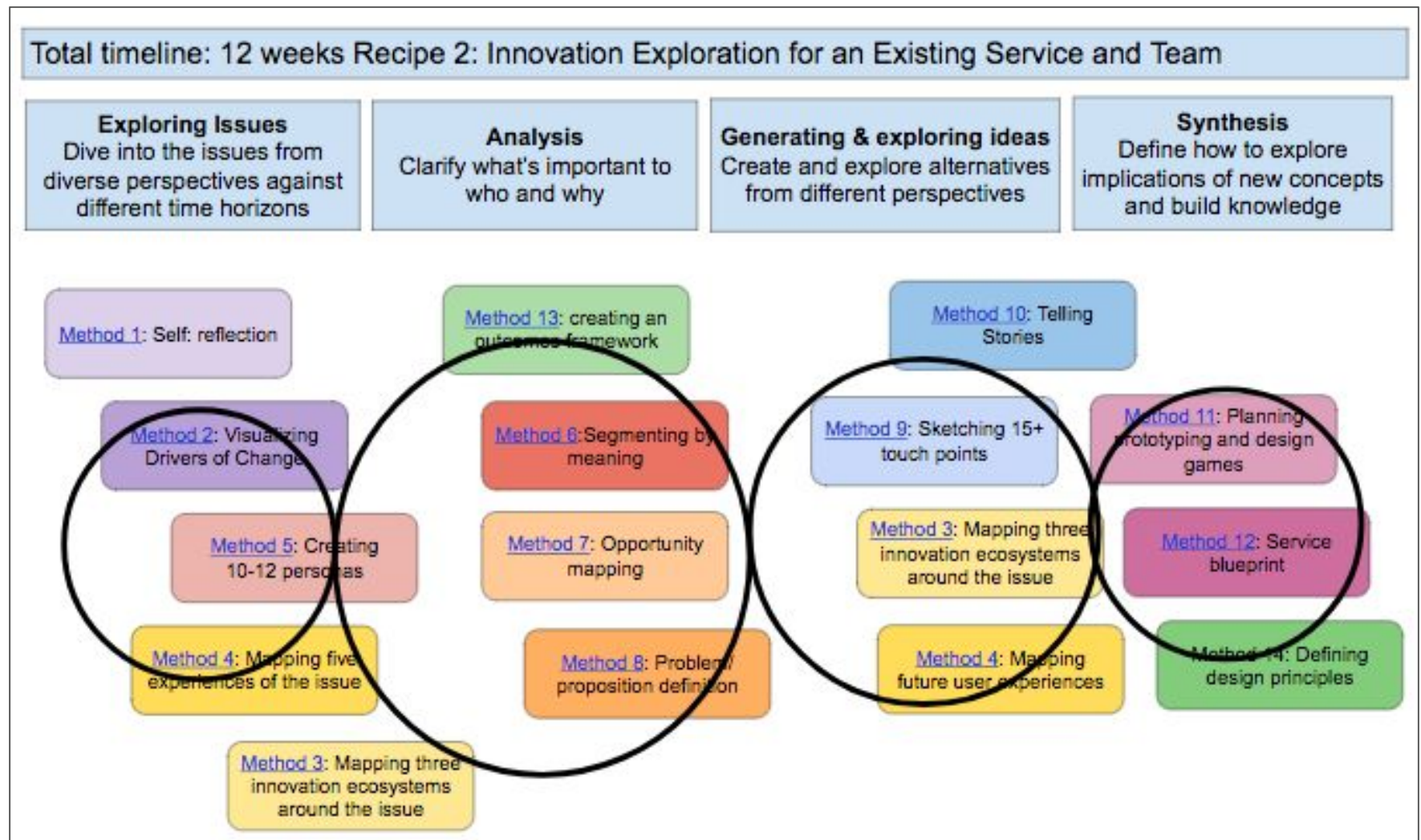
Service: _____

user actions				
channels <i>What does the user see or interact with?</i>				
front-of-house actions <i>What are staff doing to respond to user actions?</i>				
back-of-house actions <i>What are staff doing behind the scenes to support user actions?</i>				
tools + systems <i>What tools or systems are needed to enable user actions?</i>				

TIME

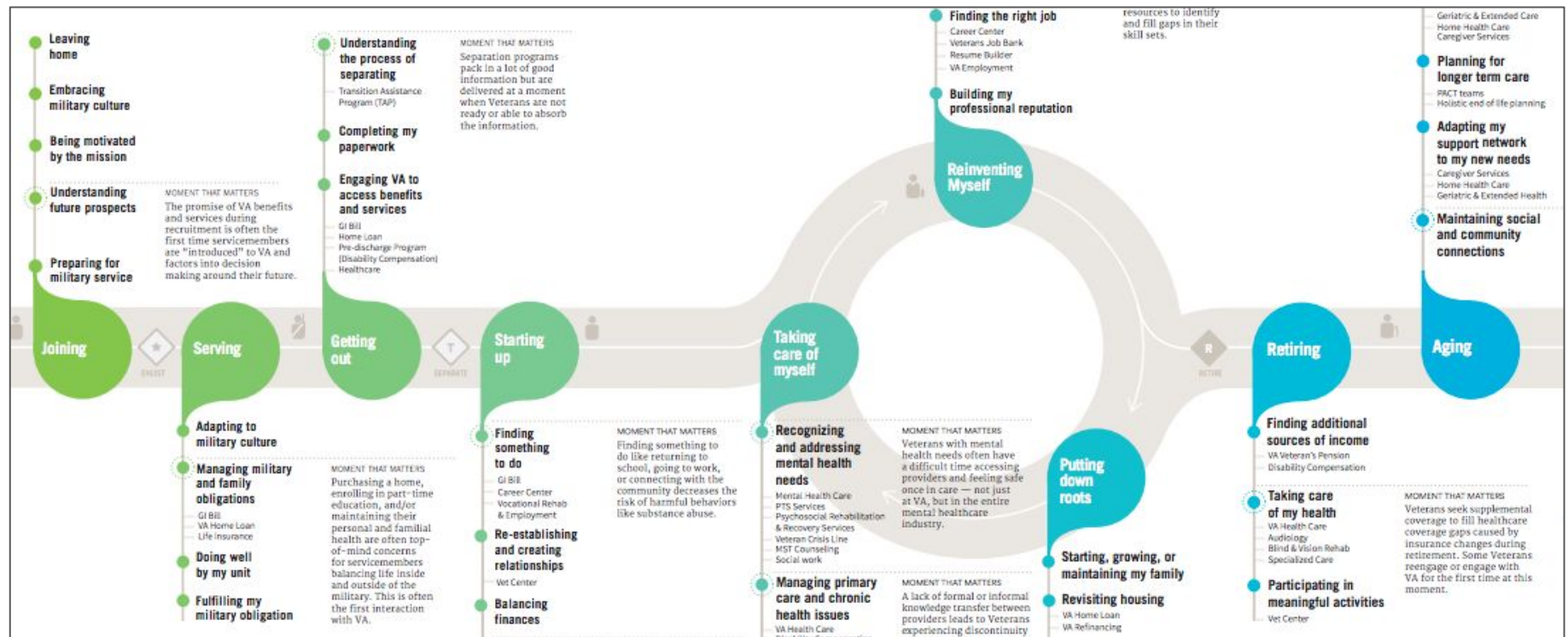
line of visibility

Service Innovation Handbook, Recipe 2



Recipe 2, from *Service Innovation Handbook* by Lucy Kimbell, 2014
<https://serviceinnovationhandbook.org/>

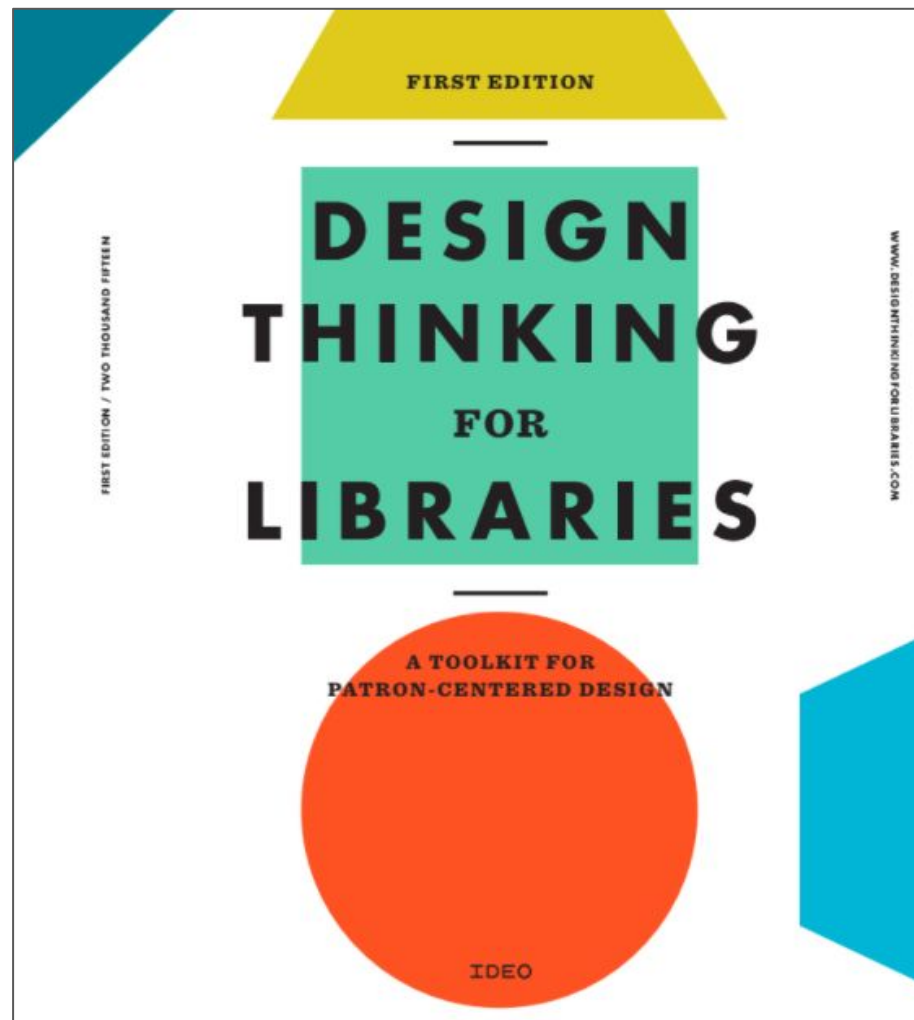
A Veteran's Journey



Journey map from the [VA Center for Innovation](#)

See also "[Toward a Veteran Centered VA](#)" report

Design Thinking for Libraries



Design Thinking Toolkit for Libraries, First Edition

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